



Health Services
LOS ANGELES COUNTY

March 20, 2009

**Los Angeles County
Board of Supervisors**

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #8 (Agenda Item #S-1,
March 24, 2009)**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of February 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of February 2009 was 563 out of 671 licensed beds, an estimated 82% utilization rate (84% occupancy). This is an increase from an ADC of 551 for January 2009. The census for Medical/Surgical units remained the same as the prior month with an estimated 93% utilization rate (95% occupancy) for February 2009.

Diversion Data

ED saturation diversion averaged 52% for the month of February 2009 which is a slight decrease from the month of January 2009 which was 58%.

On March 10, 2009, Supervisor Antonovich inquired about the status of information regarding specialty services and physician training. DHS will provide this additional information in Progress Report #9 on April 14, 2009 along with the specialties services trending report.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

Attachments

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

www.dhs.lacounty.gov

*To improve health
through leadership,
service and education.*

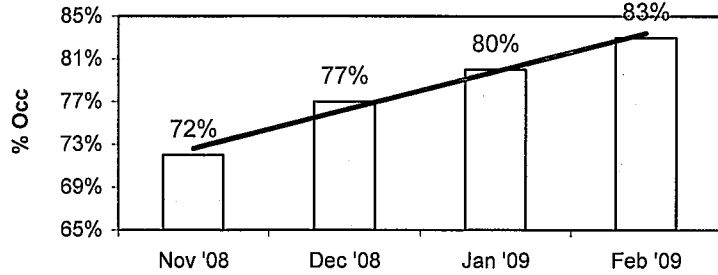
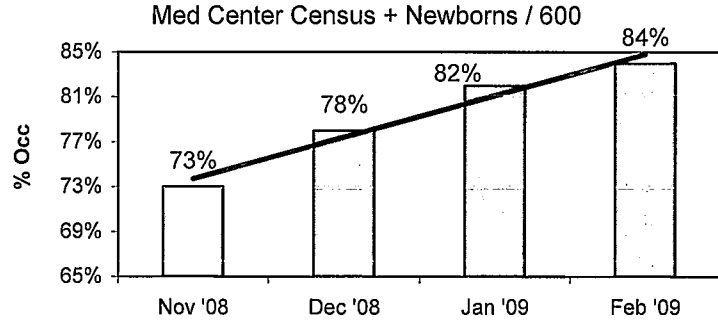
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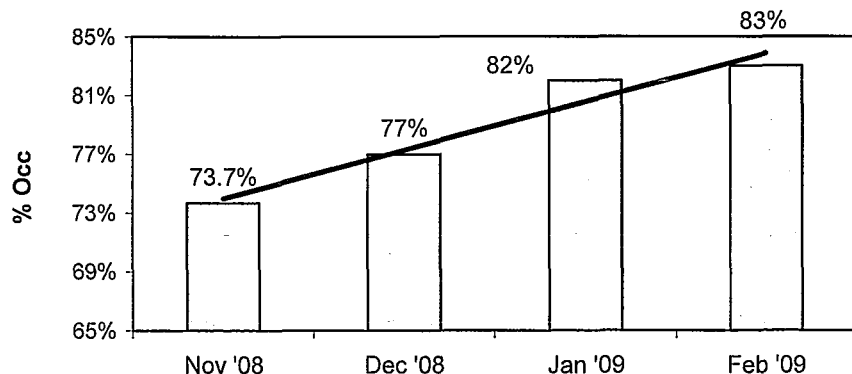
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Indicator	Definition	Data	Comments																																						
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																									
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Jan '07</td><td>598</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>July '07</td><td>612</td></tr><tr><td>Oct '07</td><td>605</td></tr><tr><td>Jan '08</td><td>625.5</td></tr><tr><td>Apr '08</td><td>623</td></tr><tr><td>July '08</td><td>590</td></tr><tr><td>Oct '08</td><td>609</td></tr><tr><td>Jan '09</td><td>605</td></tr><tr><td>Apr '09</td><td>583</td></tr><tr><td>July '09</td><td>611</td></tr><tr><td>Oct '09</td><td>578</td></tr><tr><td>Jan '10</td><td>596</td></tr><tr><td>Apr '10</td><td>491</td></tr><tr><td>July '10</td><td>525</td></tr><tr><td>Oct '10</td><td>551</td></tr><tr><td>Jan '11</td><td>563</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Jan '07	598	Apr '07	623	July '07	612	Oct '07	605	Jan '08	625.5	Apr '08	623	July '08	590	Oct '08	609	Jan '09	605	Apr '09	583	July '09	611	Oct '09	578	Jan '10	596	Apr '10	491	July '10	525	Oct '10	551	Jan '11	563	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600</p> <p>Med Center Census – Newborns / 600</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr></tbody></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns)</p> <p>Med Center Census + Newborns / 600</p>  <table><caption>Medical Center Licensed Occupancy Rate (including Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>84%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Month	% Occ	Nov '08	73%	Dec '08	78%	Jan '09	82%	Feb '09	84%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><caption>Healthcare Network Budgeted Occupancy Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr></tbody></table></div> <div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	
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2a. Median Emergency Department Boarding Time (EDBT) *Harris Rodde Indicator	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median Emergency Department Boarding Time</p> <table border="1"> <thead> <tr> <th></th><th>Adult</th><th>Peds</th><th>Total</th></tr> </thead> <tbody> <tr> <td>□ Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr> <td>□ Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr> <td>▣ Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr> <td>□ Feb '09</td><td>5:25</td><td>3:00</td><td>4:55</td></tr> </tbody> </table>		Adult	Peds	Total	□ Nov '08	4:28	2:18	4:12	□ Dec '08	4:58	2:17	4:33	▣ Jan '09	5:22	2:21	4:28	□ Feb '09	5:25	3:00	4:55	
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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<div style="text-align: center;"> <p>ED Wait Time</p> <table border="1"> <thead> <tr> <th></th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Nov '08</td> <td>10:36</td> <td>3:18</td> <td>10:30</td> </tr> <tr> <td>Dec '08</td> <td>11:07</td> <td>2:53</td> <td>09:36</td> </tr> <tr> <td>Jan '09</td> <td>12:20</td> <td>3:20</td> <td>10:41</td> </tr> <tr> <td>Feb '09</td> <td>10:54</td> <td>3:30</td> <td>09:25</td> </tr> </tbody> </table> </div> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Feb data is Preliminary data</p>		Adult	Peds	Total	Nov '08	10:36	3:18	10:30	Dec '08	11:07	2:53	09:36	Jan '09	12:20	3:20	10:41	Feb '09	10:54	3:30	09:25	
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Indicator #2 - Emergency Department Metrics			
2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Feb data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table><caption>Data for Diversion of ALS Units due to ED Saturation</caption><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb</td><td>52</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	Dec '08	40	Jan '09	58	Feb	52	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																													

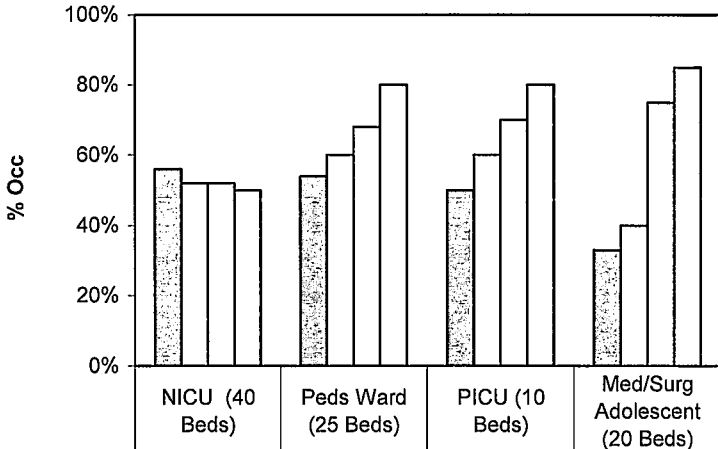
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Indicator	Definition	Data	Comments
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics			
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.	<u>Month of February</u>	
		<u>Referrals from ER:</u>	
		Med/Surg	Acute Stroke
		Total	
		# Met transfer criteria	35
		NA	-
		# Referred to RLAH	35
		17	52
		# Transfers	26
		17	43
		# Denied	0
		NA	-
		# Cancelled	2
		NA	-
		# Patients refused	7
		NA	-
		<u>Referrals from Inpatients:</u>	
		Med/Surg	Acute Stroke
		Total	
		# Met transfer criteria	26
		NA	-
		# Referred to RLAH	26
		0	26
		# Transfers	22
		0	22
		# Denied	2
		NA	-
		# Cancelled	1
		NA	-
		# Patients refused	0
		NA	-
		Other /Pending	1
		NA	-

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Indicator #5 – Harris Rodde Indicators																																																																																													
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<div><p style="text-align: center;">ALOS</p><table><thead><tr><th>Month</th><th>Actual ALOS</th><th>Target ALOS</th></tr></thead><tbody><tr><td>Oct '06</td><td>6.5</td><td>5.5</td></tr><tr><td>Nov '06</td><td>6.4</td><td>5.5</td></tr><tr><td>Dec '06</td><td>5.6</td><td>5.5</td></tr><tr><td>Jan '07</td><td>5.1</td><td>5.5</td></tr><tr><td>Feb '07</td><td>5.3</td><td>5.5</td></tr><tr><td>Mar '07</td><td>5.6</td><td>5.5</td></tr><tr><td>Apr '07</td><td>5.5</td><td>5.5</td></tr><tr><td>May '07</td><td>5.8</td><td>5.5</td></tr><tr><td>Jun '07</td><td>5.3</td><td>5.5</td></tr><tr><td>Jul '07</td><td>5.2</td><td>5.5</td></tr><tr><td>Aug '07</td><td>5.2</td><td>5.5</td></tr><tr><td>Sep '07</td><td>5.4</td><td>5.5</td></tr><tr><td>Oct '07</td><td>5.2</td><td>5.5</td></tr><tr><td>Nov '07</td><td>5.1</td><td>5.5</td></tr><tr><td>Dec '07</td><td>4.7</td><td>5.5</td></tr><tr><td>Jan '08</td><td>5.7</td><td>5.5</td></tr><tr><td>Feb '08</td><td>5.3</td><td>5.5</td></tr><tr><td>Mar '08</td><td>5.8</td><td>5.5</td></tr><tr><td>Apr '08</td><td>5.8</td><td>5.5</td></tr><tr><td>May '08</td><td>5.7</td><td>5.5</td></tr><tr><td>Jun '08</td><td>5.4</td><td>5.5</td></tr><tr><td>Jul '08</td><td>5.6</td><td>5.5</td></tr><tr><td>Aug '08</td><td>5.6</td><td>5.5</td></tr><tr><td>Sep '08</td><td>5.6</td><td>5.5</td></tr><tr><td>Oct '08</td><td>5.6</td><td>5.5</td></tr><tr><td>Nov '08</td><td>5.6</td><td>5.5</td></tr><tr><td>Dec '08</td><td>5.6</td><td>5.5</td></tr><tr><td>Jan '09</td><td>5.6</td><td>5.5</td></tr><tr><td>Feb '09</td><td>5.6</td><td>5.5</td></tr></tbody></table><div><div>—◇— Target ALOS</div><div>—□— Actual ALOS</div></div></div> <p>*Preliminary data pending Auditor-Controller validation</p> <td>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</td>	Month	Actual ALOS	Target ALOS	Oct '06	6.5	5.5	Nov '06	6.4	5.5	Dec '06	5.6	5.5	Jan '07	5.1	5.5	Feb '07	5.3	5.5	Mar '07	5.6	5.5	Apr '07	5.5	5.5	May '07	5.8	5.5	Jun '07	5.3	5.5	Jul '07	5.2	5.5	Aug '07	5.2	5.5	Sep '07	5.4	5.5	Oct '07	5.2	5.5	Nov '07	5.1	5.5	Dec '07	4.7	5.5	Jan '08	5.7	5.5	Feb '08	5.3	5.5	Mar '08	5.8	5.5	Apr '08	5.8	5.5	May '08	5.7	5.5	Jun '08	5.4	5.5	Jul '08	5.6	5.5	Aug '08	5.6	5.5	Sep '08	5.6	5.5	Oct '08	5.6	5.5	Nov '08	5.6	5.5	Dec '08	5.6	5.5	Jan '09	5.6	5.5	Feb '09	5.6	5.5	Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.
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LAC+USC Medical Center
Operational Monitoring Report
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Indicator	Definition	Data	Comments																									
Indicator #6 – Pediatric Metrics																												
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.	 <table><thead><tr><th></th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr></thead><tbody><tr><td>Nov-08</td><td>56%</td><td>54%</td><td>50%</td><td>33%</td></tr><tr><td>Dec-08</td><td>52%</td><td>60%</td><td>60%</td><td>40%</td></tr><tr><td>Jan-09</td><td>52%</td><td>68%</td><td>70%</td><td>75%</td></tr><tr><td>Feb-09</td><td>50%</td><td>80%</td><td>80%</td><td>85%</td></tr></tbody></table>		NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	Nov-08	56%	54%	50%	33%	Dec-08	52%	60%	60%	40%	Jan-09	52%	68%	70%	75%	Feb-09	50%	80%	80%	85%	
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